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23 JAN 1980

MEMORANDUM FOR: Chairman, Uniform Guidelines Task Force

FROM : Harry E. Fitzwater
Director of Personnel
Policy, Planning, and Management

SUBJECT : Task Force Report on Uniform Guidelines
on Employee Selection Procedures

REFERENCE : Memorandum from DDCI, Dtd 9 January 1980,
Same Subj


1. We assume that we were inadvertently overlooked in the request for comments on the Task Force Report. We do have comments which are stated in the paragraphs that follow.

2. In the first paragraph of the section on Implementation on page 12 of the Report the Task Force states that the record keeping responsibilities will not require additional personnel. We, too, would hope this will be the case but do not share the optimistic tone reflected in the Report; experience and time will tell.

3. We agree with Recommendation 13 on page 13 provided that this Office determines the specific functional relationship between the MEC and the Screening Panel.

4. For the reasons accompanying them in the Report we strongly urge the adoption of Alternative Recommendations 18, 19, and 19A on pages 17 and 18, and the parallel alternative page 4 of the draft notice at Tab F. We believe that informal discussions will contribute to the resolution of most cases of real adverse impact. Where such resolution does not result, the Review Board is a reasonable means to deal with difficult cases.

5. With regard to Recommendation 25 on page 26, we would emphasize the term "time-phased". Job analysis as required by the Uniform Guidelines is not something that can be done either instantly or once-and-for-all. Planning for a continuous program emphasizing priority of positions will be required.


Harry E. Fitzwater

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